Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
24 May 2010

Original: English

Annual session 2010
21 June to 2 July 2010, Geneva
Item 3 of the provisional agenda
Funding commitments to UNDP

Status of regular funding commitments to the United Nations Development Programme and its associated funds and programmes for 2010 and onward*

Summary

In its decision 98/23, the Executive Board designated its second regular session each year, starting in 1999, as the time to review the status of regular funding commitments to UNDP and its associated funds and programmes. In line with that decision, and building on the approach taken in that context, the present report presents the status of regular funding commitments for 2010 and onward, and a summary of the provisional income for regular and other resources received in 2009.

Elements of a decision

The Executive Board may wish to note that contributions to UNDP regular ("core") resources decreased from $1.1 billion in 2008 to $1 billion in 2009 and, thus, that UNDP has not been able to meet its 2009 funding target for regular resources set out in its strategic plan, covering the period 2008-2013.

The Executive Board may further wish to note the concern of UNDP that according to current projections and subject to exchange rate fluctuations, contributions to UNDP regular resources may decrease further in 2010 and remain, at this point, highly unpredictable for the year 2011.

The Executive Board may wish to recall General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system; to reiterate that regular resources form the bedrock of UNDP finances; and to request all countries that have not yet done so to provide contributions to regular resources for 2010.

The Executive Board may wish to stress the importance of a stable, predictable base of regular resources and encourage Member States to announce pledges, on a multi-year basis if feasible, and payment schedules, and to adhere to such pledges and payment schedules thereafter.

*The compilation of data required to provide the Executive Board with the most current information has delayed submission of the present report.

10-37347 (E) 270510

Contents

		Page
I.	Introduction	3
II.	Background	3
III.	Preparatory process	5
IV.	Volume	6
	A. UNDP regular resources	6
	B. UNDP other resources	7
V.	Predictability	8
VI.	Reducing overdependence on a limited number of donors	9
VII.	Conclusions	10

I. Introduction

1. Contributions to regular ("core") resources reached $1 billion in 2009 in nominal terms; a decrease of 9 per cent from the level of $1.1 billion achieved in 2008 and approximately 20 per cent below the 2009 annual target for regular resources set out in the UNDP strategic plan, 2008-2011, extended to 2013 by the Executive Board in its decision 2009/9. Contributions to regular resources did not reach the 2008 level owing to volume decreases in local currency terms by some donor countries and less favourable exchange rates.

2. Current projections for 2010 suggest a continued downward trend. While most donors will maintain their contributions despite domestic constraints owing to the global economic and financial crisis, a number of donors have indicated their intention to reduce their contributions. Others have not yet indicated the level of their contribution at the time of writing the present report. Based on official United Nations exchange rates as at 1 May 2010, contributions are likely to remain below the level of $1 billion in 2010, subject to exchange rate fluctuations, thereby further widening the gap between actual contributions and the annual targets set out in the UNDP strategic plan, 2008-2011, as endorsed by the Executive Board in decision 2007/32 and extended to 2013 in decision 2009/9.

3. Overall contributions to UNDP amounted to $4.7 billion[1] in 2009, with other ("non-core") contributions to UNDP reaching a total of $3.7 billion. Earmarked contributions from bilateral donors increased slightly from $1.36 billion to $1.4 billion. Earmarked resources entrusted to UNDP by multilateral partners and the European Commission increased from $1.24 billion to $1.48 billion. Local resources provided by programme countries decreased further from $1.03 billion to $0.78 billion in 2009. The level of other resources entrusted to UNDP demonstrates that the organization continues to be called upon to support Governments to obtain, direct and manage different types of funding in accordance with national priorities.

4. Other resources represent an important complement to the unearmarked regular resource base of UNDP. As in previous years, however, the ratio of regular to other income remains approximately 1:4. The ability of UNDP to fulfil its multilateral mandate and deliver effective capacity-building support for development, including with the help of earmarked funding, critically depends on sufficient core funding to enable UNDP to pursue flexible, integrated management and programming approaches focused on long-term effectiveness and sustainability. As stressed in General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and outlined in the integrated resources framework of the UNDP strategic plan, UNDP is striving to balance the regular and other resources ratio.

II. Background

5. In Executive Board decisions 98/23, 99/1 and 99/23, and reaffirmed in decisions 2002/9, 2002/18, 2003/24, 2004/14, 2005/20, 2006/24, 2007/17, 2008/16 and 2009/10, the Executive Board established a funding system for UNDP designed to foster continuous, transparent dialogue on regular funding, facilitate

[1] This amount includes regular and other resources as detailed in this paragraph. Overall figures are rounded. Contributions to the funds and programmes administered by UNDP, and other contributions and income are not included. In accordance with standard practice, a detailed account of the overall income and contributions to UNDP will be submitted at the second regular session of the Executive Board under the segment pertaining to the "annual review of the financial situation in 2009".

mobilization of adequate regular resources, and enhance funding predictability. At that time, the Board adopted an annual funding target of $1.1 billion by 2007 and stressed the urgent need to achieve annual increases to meet the target.

6. The multi-year funding framework (MYFF) 2004-2007, endorsed by the Board in its decision 2003/24, reaffirmed the critical importance of securing an adequate level of regular resources. As reflected in regular MYFF reports (DP/2005/16, DP/2006/17 and Corr.1, DP/2007/17) and welcomed by the Executive Board in decisions 2005/23, 2006/24 and 2007/26, the gross regular resource income achieved in 2004, 2005 and 2007 exceeded the respective annual MYFF targets, falling short of the target only in 2006.

7. In its decision 2007/32, the Executive Board approved the integrated financial resources framework of the strategic plan covering the planning cycle 2008-2011, thereby replacing the funding framework and targets embedded in the MYFF. In its decision 2009/9, the Executive Board extended the strategic plan to 2013.

8. The integrated financial resources framework represents the overall funding target for the strategic plan, encompassing regular and other resources. Accordingly, the UNDP integrated financial resources framework projections for 2008-2011 total $20.6 billion, or an average of $5.15 billion per year, ranging from $5 billion in 2008 to $5.3 billion in 2011. This overall resource projection underscores the intent to sustain overall income levels achieved in the years 2005 to 2007 while prioritizing the necessary increases in regular resources to ensure the multilateral, universal and connecting work of UNDP. It also underscores the overall goal of strengthening support to achieving the Millennium Development Goals at the country level.

9. Against the background of this overall resource projection, the strategic plan projects regular resources to reach $5.3 billion over the four-year period 2008 to 2011 in nominal terms: $1.1 billion in 2008; $1.25 billion in 2009; $1.4 billion in 2010 and $1.55 billion in 2011. The average annual target is derived from a comprehensive examination of regular resource requirements in the country programme documents approved by the Executive Board, as well as from the requisite biennial support budget projections. The estimate of total programmatic demand for regular resources was adjusted in line with the stated objectives and priorities of the strategic plan, including the strengthening of results areas of UNDP comparative advantage and added value, and the phasing out of areas where those qualities are not present. Projections relating to the other resource components, as reflected in the integrated resources framework, mirror these objectives and priorities, and underpin the ambition to gradually rebalance the ratio of regular to other resources.

United Nations Capital Development Fund

10. The United Nations Capital Development Fund (UNCDF) works to reduce poverty in the least developed countries (LDCs) by strengthening local services and increasing access to microfinance. Its work directly supports MDGs 1, 3 and 7 and is designed to be scaled up and replicated by the private sector, national Governments and development partners. In 2009, UNCDF operated in 40 of the 49 LDCs, with a particular focus on post-crisis countries. A total of 70 per cent of its programme portfolio was in Africa. Local development programmes accounted for 61 per cent of 2009 programme expenditure; microfinance for 39 per cent. The 2009 programme targets in both local development and microfinance were achieved and in some cases exceeded. While management targets were largely met, strengthening the operational effectiveness of UNCDF will remain a key priority.

United Nations Development Fund for Women

11. The UNIFEM strategic plan 2008-2013 was prepared at a turning point in the United Nations support for gender equality and women's empowerment. United Nations leadership has endorsed enhancing the coherence, authority, status and resources of the entities providing technical support for gender equality in the United Nations system. Fortunately, progress on the establishment of a new United Nations entity for gender equality and women's empowerment is accelerating. The UNIFEM strategic plan 2008-2013 is being implemented in the context of General Assembly debates on a more coherent architecture for gender equality and women's empowerment. The most recent resolution of the General Assembly in this regard (resolution 63/311) and the recently issued report of the Secretary-General on a comprehensive proposal for the composite entity for gender equality and the empowerment of women (A/64/588) will guide the debates of the General Assembly. The expected decision on this element of system-wide coherence will have an enormous influence on the capacity of UNIFEM to implement its strategic plan and to contribute to progress towards gender equality.

United Nations Volunteers

12. Set up by the General Assembly in 1970 and administered by UNDP, the United Nations Volunteers (UNV) programme is the United Nations programme that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens. UNV contributes to peace and development by advocating for recognition of volunteers, working with Governments, United Nations organizations, peacekeeping and special political missions, and other partners to integrate volunteerism into development programming; support building national volunteer capacity; and by mobilizing national and international UNV volunteers, and online volunteers. UNV volunteers make important contributions to peacekeeping and special political missions of the United Nations. In 2001, the General Assembly designated UNV as the focal point for celebrating the International Year of Volunteers. UNV will, upon the request of the General Assembly, serve as the focal point for marking the tenth anniversary of the International Year in 2011. In 2009, more than 7,500 professionally qualified, experienced and committed women and men from 158 countries served as volunteers in the United Nations system-wide efforts for peace and development, including achieving the Millennium Development Goals in 128 countries. A total of 79 per cent of the volunteers were nationals of developing countries, reaffirming the UNV programme as a concrete expression of South-South cooperation -- with an estimated financial value of $147 million. In financial terms, the programme surpassed $219 million. Of this, approximately 3 per cent was financed from the Special Voluntary Fund.

III. Preparatory process

13. In May 2010 the Executive Board secretariat wrote to all States members of UNDP in preparation for the 2010 annual Executive Board segment on funding. In line with Executive Board decisions 98/23 and 99/1, reaffirmed in decisions 99/23, 2000/1, 2002/9, 2004/14, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10 and 2009/20, members were requested to communicate their voluntary contributions to UNDP and its associated funds and programmes, and were encouraged to provide multi-year pledges.

14. At of the time of preparation of the present report, 42 countries, including 11 members of the Development Assistance Committee of the Organisation for

Economic Co-operation and Development (OECD/DAC), had indicated their 2010 pledges. However, a number of member States were not yet in a position to convey their pledges. Tables 1 and 2 contained in the statistical addendum to this report (available on the Executive Board website) are based on information received and the best estimates of the secretariat, using 2009 contributions. Table 3 provides information on government in-kind contributions. All 2009 figures are provisional and subject to modification upon confirmation of actual income figures for the year.

IV. Volume

A. UNDP regular resources

15. Following steady increases in UNDP regular resources between 2001 and 2007, when resources increased for the first time after seven years of steady decline, UNDP regular resources decreased in 2008 and 2009. Provisional data shows that contributions to regular resources for 2009 reached $1.01 billion, with Norway, the Netherlands, the United States of America, the United Kingdom, and Sweden, in that order, being the five largest donors in absolute dollar terms. While UNDP met the first annual target (2008) of the strategic plan despite a slight decrease compared to 2007, 2009 contributions to regular resources remained approximately 20 per cent below the second annual target (2009) set out in the strategic plan, 2008-2013.

16. Current projections suggest that subject to exchange rate fluctuations, contributions to regular resources in 2010 may not reach the level of $1.0 billion. Most donors have pledged to maintain their contributions in 2010; however, indications are that four members of the OECD/DAC will decrease their contributions to regular resources. Others have not yet indicated their intention at the time of writing this report.

17. The political commitment of member States to enhancing the regular resource base of UNDP is reflected in the fact that 53 countries made contributions to the regular resources of the organization in 2009, including 23 countries that increased or resumed contributions. Many programme countries did so despite considerable internal constraints.

18. Eight members of the OECD/DAC increased their contributions to regular resources in 2009, the same as in 2008. Belgium introduced a "full core" policy, which allowed its contribution to regular resources to increase by 38 per cent. Australia and Finland each increased their contributions by 10 per cent or more. Japan, Luxembourg, Spain, the United Kingdom and the United States also increased their contributions. Six members of the OECD/DAC -- Canada, Denmark, France, Greece, Italy and Ireland -- decreased their contributions to regular resources in 2009.

19. In 2009, 25 member States contributed $1 million or more to the regular resources, including 22 of the current 23 OECD/DAC members, as well as China, India and Saudi Arabia.

20. Historical and projected income figures for UNDP are traditionally expressed in nominal terms (that is, dollars at current value) and cannot capture the variation in the real value of UNDP income resulting from inflation and exchange rate variations. While core income expressed in nominal terms increased by just above 20 per cent between 2004 and 2009, real core income adjusted for inflation and the performance of the dollar vis-à-vis other currencies grew by 4 per cent during the period. The funding base of UNDP remains exposed to exchange rate fluctuations;

reducing this vulnerability and mobilizing an adequate and predictable level of regular resources is a priority.

21. In many of its decisions, the Executive Board recognized that the ability of UNDP to fulfil its mandate and to preserve its multilateral, impartial and universal character depends upon an adequate and secure regular funding base. Restoring growth and enhancing predictability to the regular funding of United Nations development activities has been discussed widely, including in the context of the most recent triennial comprehensive policy reviews and General Assembly resolutions 56/201, 59/250 and 62/208.

B. UNDP other resources

22. Non-core resources are earmarked to specific themes, programmes and activities, and represent a critical complement to the regular resource base of UNDP. Provisional data show that the total of non-core resources contributions to UNDP reached $3.67 billion[2] in 2009, which is approximately 5 per cent below the overall estimate of $3.9 billion in the strategic plan. However, the total level of other resources demonstrates that UNDP continues to be called upon to support Governments to obtain, direct and manage different types of funding in accordance with national priorities.

23. Bilateral contributions from OECD/DAC donor Governments amounted to $1.40 billion in 2009, which represents an increase of 3.2 per cent compared to 2008 and exceeds the annual average of $1.25 billion estimated in the strategic plan. Many donor Governments, including virtually all OECD/DAC donors, are active in co-financing UNDP programmes.

24. Non-core resources entrusted to UNDP by non-bilateral partners and multilateral funds – such as the European Commission, the Global Environment Facility and the Global Fund to Fight Aids, Tuberculosis and Malaria – reached $1.48 billion, which represents an increase of about 19.5 per cent over 2008 and exceeds the annual average of $1.37 billion estimated in the strategic plan.

25. Local resources, channelled through UNDP by programme country Governments and other local partners in support of their own national development, amounted to $783.5 million, a decrease of 24 per cent compared to 2008. Thus, local resources decreased much more sharply than projected, clearly exceeding the portfolio alignment called for in the strategic plan.

26. The General Assembly in its resolution 62/208 noted with concern that the share of core contributions to United Nations funds and programmes has declined in recent years. The imbalance between regular and other resources must be addressed on a continuous basis. For UNDP, the Executive Board noted in its decision 2007/26 that earmarked resources have continued to far exceed regular resources, that this affects the ability of UNDP to fulfil its mandate adequately and to effectively support the development agenda of partner countries, and that unearmarked contributions are vital for the coherence and harmonization of operational activities for development.

United Nations Capital Development Fund

27. Total contributions in 2009 amounted to $35.2 million, reflecting a slight increase in the volume of regular resources and an expected decline in other resources. In 2009, 13 donors contributed to UNCDF regular resources, with

[2] This amount includes other resources as detailed in this section. Contributions to the funds and programmes administered by UNDP and other contributions and income are not included. In accordance with standard practice, a detailed account of the overall income and contributions to UNDP will be submitted at the second regular session of the Executive Board under the segment pertaining to the "annual review of the financial situation in 2009".

Sweden, Spain, Belgium, Norway and Luxembourg, in that order, being the five largest donors in absolute dollar terms. The upward trend in regular resources initiated in 2006 and sustained throughout the past years, however, still had not reached the target of $25 million in 2009. Other resources decreased from $26.6 million in 2008 to $16.5 million in 2009. This is largely due to a significant contribution from the Bill and Melinda Gates Foundation for the years 2008 and 2009, but accounted for in 2008. The top five contributors to other resources are the European Commission, Belgium, Luxembourg, Canada and the African Development Bank, in that order. The UNCDF overall resources outlook remains positive, especially in terms of volume and diversification of other resources.

United Nations Development Fund for Women

28. The UNIFEM strategic plan 2008-2011 projects a total resource base of $405.9 million, including $258.4 million in regular resources and $147.5 million in other resources. In order to reach this target, a resource mobilization framework has been developed seeking an important strategic shift from non-core to core. In 2009, total resources received by UNIFEM amount to $164.5 million, including regular (core) resources of $62 million, other (non-core) resources of $79 million, excluding the United Nations trust fund to end violence against women. Contributions to regular (core) resources increased from $51 million in 2008 to $62 million in 2009; an increase of 22 per cent.

United Nations Volunteers

29. The importance of the Special Voluntary Fund as the primary means through which the UNV programme can continuously develop innovative approaches to maximize the relevance and effectiveness of its work cannot be overemphasized. The Special Voluntary Fund is a general contribution fund that allows the UNV programme to implement a modest but critical research and pilot intervention agenda on the application of the concept of volunteerism for development. The Special Voluntary Fund provides the funding for UNV to innovate and diversify volunteer modalities, and in particular strengthen opportunities for youth volunteering. The volunteer sector is a true but insufficiently harnessed resource for peace and development, including the Millennium Development Goals and climate change challenges. Contributions to the Special Voluntary Fund in 2009 reached $4.7 million. Given the catalytic role of resources from the Special Voluntary Fund, the UNV programme is seeking to augment the fund so as to further explore, expand and strengthen the role of volunteerism and its contributions to development.

V. Predictability

30. As reflected in General Assembly resolutions 59/250 and 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and in Executive Board decision 98/23, reaffirmed in decisions 99/1, 99/23, 2002/9, 2004/29, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10 and 2009/20, Member States are encouraged to contribute on a multi-year basis, in a sustained and predictable manner. At the time of writing the present report, 42 countries had made indicative pledges for 2010. Australia, Belgium, Canada, Finland, Luxembourg, the Netherlands, Norway, Spain and the United Kingdom made two-year or multi-year pledges; the latter covering for the most part the initially endorsed period of the strategic plan (2008-2011). Considering the great uncertainty caused by the global economic and financial crisis, it is more important than ever that donors commit to multi-year pledges to ensure the predictability of resource flows beyond 2010 and to allow the organization to meet the resources targets reflected in the integrated resources framework of the

strategic plan. Members unable to provide a multi-year pledge formally, because of national legislative or other restrictions, are encouraged to provide indicative amounts for the forthcoming years.

31. In its decision 98/23, the Executive Board determined that the predictability of core resources could be strengthened if States members of UNDP announced specific payment schedules, with early payment encouraged. In paragraph 12 (b) (iii) of the, the Board decided, inter alia, to review at the funding meeting the timing of payments made in the previous calendar year. In 2009, 11 donors provided fixed payment schedules, the same number as in 2008, compared to 9 in 2007 and 11 in 2006 and the three preceding years; 14 in 2002 and 15 in 2000. However, of the donors that provided payment schedules, many did not pay according to those schedules. By July 2009, 36 per cent of estimated gross income had been received, compared with 32 per cent in 2008, 56 per cent in 2007, 63 per cent in 2006 and 54 per cent in 2000. Although a number of donors delayed payment of significant proportions of their pledges until the last quarter, UNDP did not have to draw upon its operational reserves. It is encouraging that by 15 April 2010, 24.3 per cent of the projected 2010 gross income had been received. Seven donors paid their contributions in full by that time.

32. Table 3 in the statistical addendum to the present report (available on the Executive Board web page) includes a payment schedule for 2010 contributions communicated to the Executive Board secretariat at the time of writing the report. The secretariat notes with appreciation the efforts to date of donor Governments that communicated payment schedules, as well as efforts made by donors that paid their contributions early and in full. Member States that have not already done so are encouraged to inform the secretariat of their intended payment schedules, including, where possible, early payment. Members are encouraged to adhere to their respective schedules in terms of the currency and timing of payments.

VI. Reducing overdependence on a limited number of donors

33. In its decisions 98/23 and 99/1, the Executive Board recognized that overdependence on a limited number of donors carries risks for the long-term financial sustainability of UNDP. Accordingly, it urged all donors and programme countries in a position to do so – most recently in decision 2009/10 – to increase their contributions to regular resources. It is estimated that the "top 10" donors to UNDP will provide close to 82 per cent of the total 2010 regular resources of UNDP. In 2000, those donors accounted for 86 per cent of total contributions to regular resources. With the aim of reducing overdependence and broadening the donor base, the Administrator redoubled the organization's efforts to reach out systematically to donors and programme countries alike to build commitment for common action in order to ensure that the resource base of the organization reaches agreed target levels.

34. Many programme countries contribute to reducing overdependence by providing UNDP with: (a) contributions to regular resources; (b) government cash contributions towards local office costs; and (c) government in-kind contributions, such as the provision of rent-free office premises, in addition to substantial resources to UNDP programmes in their respective countries. The total of regular resource contributions from programme countries, after the application of the accounting linkage to government contributions towards local office costs, amounted to approximately $15.3 million in 2009. Three programme countries contributed $1 million or more.

United Nations Capital Development Fund

35. UNCDF continues to be overly dependent on a small number of donors for contributions to its regular resources; its six largest donors contributed 95 per cent to regular resources in 2009. Continuing to diversify and expand the regular resource base remains a top priority for the organization. The sources of other resources, on the other hand, are increasingly diversified. In addition to bilateral and multilateral cooperation, UNCDF enjoys support from foundations, the private sector, non-governmental organizations, One United Nations funds, and the MDG Achievement Fund financed by the Government of Spain. In 2009, 27 donors supported UNCDF, up from 14 in 2005.

United Nations Development Fund for Women

36. Efforts to diversify and increase UNIFEM core and non-core resources continue to show positive results. UNIFEM is implementing its "100/100" strategy: $100 million for the regular budget from 100 government donors by 2013, the final year of its strategic plan. In 2009, the number of countries contributing to UNIFEM regular and other resources increased from 80 to 102. This included 33 first time pledges: Africa (17), Latin America and the Caribbean (2), Arab States (5), Asia Pacific (4) and Europe and the Commonwealth of Independent States (5). The number of multi-year pledges more than doubled over the year from 11 to 24. UNIFEM is also seeing results from efforts to mobilize resources locally and through private sector partnerships. Strong partnerships with private sector and foundation partners resulted in $3.6 million in contributions to UNIFEM core and non-core resources. UNIFEM National Committees contributed about $1 million, including $450,000 to core resources and $120,000 to the UNIFEM-managed United Nations Trust Fund to End Violence against Women.

United Nations Volunteers

37. Donor contributions continued to be critical to developing volunteerism programming and mobilizing volunteers. Efforts to widen and diversify the donor base of the UNV programme showed positive results in 2009. UNV continued to reach out to a number of donor countries with a view to broadening its donor base and increasing the predictability of regular resources. A number of donors contributed for the first time or renewed their commitment to UNV. Despite the financial crisis which led to a decrease of the contributions to the Special Voluntary Fund, some donors increased their contributions, including to the UNV full-funding scheme. UNV intensified its outreach to non-traditional donors, including middle-income countries.

VII. Conclusions

38. The increase in regular resources since 2001 and the fact that UNDP met the first annual target of the strategic plan and the level of other resources entrusted to the organization over the past several years demonstrate both the political support extended to UNDP by its members and the high expectations of the organization.

39. In the context of the global economic and financial crisis, that support is more important than ever if the organization is to play a meaningful role in multilateral development and achieve the programmatic objectives agreed to by the Executive Board and reflected in the strategic plan. The decrease of regular resources in 2009, which is projected to continue in 2010, sends an alarming signal that the positive trend of the past several years could be reversed.

40. UNDP continues to accord highest priority to securing an adequate, stable and predictable base of regular resources and rebalancing the ratio of regular to other resources. The integrated resources framework of the strategic plan, as approved by the Board in its decision 2007/32, requires the full support of member States if the prescribed targets are to be achieved in future years. UNDP is committed to working with its partners to ensure rigorous reporting on results and the most effective and efficient use of the resources entrusted to the organization.

41. The ability of UNDP to deliver effective capacity-building support for development depends on a critical mass of core funding to support strategic and flexible management approaches focused on long-term effectiveness. Development is a long-term challenge that requires strategic focus coupled with tactical flexibility and an ability to respond to crises and opportunities. This is what UNDP aims to achieve, with the help and support of its partners.